FLORIDA A & M UNIVERSITY
BOARD OF TRUSTEES

IN RE: TELEPHONIC BOARD MEETING

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TRUSTEE MEMBERS: RUFUS MONTGOMERY, CHAIRMAN
LUCAS BOYCE
KELVIN LAWSON
TONNETTE GRAHAM
KARL WHITE
BETTYE GRABLE
TOREY L. ALSTON
BELINDA SHANNON
SPURGEON McWILLIAMS
CLEVE WARREN
KIMBERLY MOORE

DATE: MONDAY, AUGUST 17, 2015

TIME: COMMENCED AT: 2:00 P.M.
CONCLUDED AT: 3:20 P.M.

LOCATION: PRESIDENT'S CONFERENCE
ROOM, LEE HALL
FOURTH FLOOR
TALLAHASSEE, FLORIDA

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P R O C E E D I N G S

CHAIRMAN MONTGOMERY: All right. In the interest of time, we're going to move forward. If any member of the Board has an issue, just go ahead and call the President's office and have someone walk over; but if you do have a problem with your line, we apologize for the inconvenience and we'll ask them to fix this going forward.

I call this meeting to order.

Ms. Singleton, please call the roll.

MS. SINGLETON: Thank you, Chairman Montgomery.

Trustee Alston.

TRUSTEE ALSTON: Here.

MS. SINGLETON: Trustee Boyce.

TRUSTEE BOYCE: Here.

MS. SINGLETON: Trustee Grable.

TRUSTEE GRABLE: Here.

MS. SINGLETON: Trustee Graham.

TRUSTEE GRAHAM: Here.

MS. SINGLETON: Trustee Lawson.

TRUSTEE LAWSON: Here.

MS. SINGLETON: Trustee McWilliams.

TRUSTEE McWILLIAMS: Here.
MS. SINGLETON: Trustee Montgomery.

CHAIRMAN MONTGOMERY: Here.

MS. SINGLETON: Trustee Moore.

TRUSTEE MOORE: Here.

MS. SINGLETON: Trustee Shannon.

TRUSTEE SHANNON: Here.

MS. SINGLETON: Trustee Warren.

(NO RESPONSE).

MS. SINGLETON: Trustee White.

TRUSTEE WHITE: Here.

MS. SINGLETON: Trustee Woody.

TRUSTEE WOODY: Here.

MS. SINGLETON: Mr. Chair, you have a quorum.

CHAIRMAN MONTGOMERY: Thank you.

Trustees, our first action item today is the approval of a services agreement with a public relations firm. You received information from VP McKnight regarding the request for quotations that were issued to four PR firms. Brock Communications was the only firm to respond with a quote. You also received the Brock Communications' proposal and a proposed services agreement.

VP McKnight, would you please provide an update with regard to where we are with this
matter?

ATTORNEY MCKNIGHT: Yes, thank you, Chairman.

As indicated in our email on Friday, this matter has been vetted with proposals being submitted to four different entities. Two did not respond in terms of wanting to go forward with any work pursuant to the purpose of request for the quotations. The Brock firm did (phone static) the University.

This matter has been vetted by both the Procurement Office as well as the General Counsel's Office, and attached with the documents submitted by email on Friday is a draft contract for the Board's consideration that was also vetted and prepared by the General Counsel's Office and the Procurement Office.

CHAIRMAN MONTGOMERY: Thank you, VP McKnight.

Is there a motion to approve the services agreement with Brock Communications?

TRUSTEE WOODY: Trustee Woody. So move.

TRUSTEE MOORE: Second, Trustee Moore.

CHAIRMAN MONTGOMERY: A motion has been made and properly seconded. Is there a discussion?

(NO RESPONSE).

CHAIRMAN MONTGOMERY: Hearing none, all those
in favor, please indicate by saying aye.

(AFFIRMATIVE INDICATIONS).

CHAIRMAN MONTGOMERY: Any opposed, nay.

(NO RESPONSE).

CHAIRMAN MONTGOMERY: Motion carries unanimously.

Thank you. And I'll add that I was supportive of that motion for approval, so we thank you, Board members. I did have an opportunity to do some research with regard to PR firms, and there will be forthcoming information about how we proceed with that process.

VP Cassidy, you're recognized to present the legislative budget request.

VICE PRESIDENT CASSIDY: Good afternoon. I'm going to pass around some hard copies to people in the room. This request has some relatively minor revisions since the last Board meeting. I'd like just to give a summary of the six items that are in the request, and then I'll talk briefly about what's changed since you last saw it.

The six items as they now exist are: Student success initiative for $5.987 million; secondly, and this is a new item, a faculty vitality and curriculum enhancement item, which is
9.507 million; an on-line education program and
course offerings enhancement program for
$5 million; a college of -- the College of
Agriculture and Food Services Brooksville project,
some start-up funding in the amount of $3,283,600;
a campus safety initiative in the amount of
4,305,000 and some other dollars; and then,
finally, some support for the Sustainability
Institute in the amount of $2.75 million.

What's changed since the last Board meeting,
which is in large part due to -- based on some
conversations we had last week with Board of
Governors' members about student success and the
work plan, and also how the Legislature might view
asking for money that would primarily support
changes -- or in many ways support changes to the
performance metrics.

We've taken what was -- the first item, which
was a student success initiative omnibus kind of
item. That was about $15 million, and we've broken
it now into two parts: The first being the student
success initiative, as I said, that's
$5.978 million; and then the new item, which is
largely a breakout of things that were
previously -- largely included in the student
success is some faculty vitality and curriculum enhancement information and dollar request for 9.507 million. Those two items together as now configured are about $484,000 higher than the amount that was shown last week of 15 million 001 and thousands.

So those are the changes since last month -- since last week; and as I said, those were mostly in response to conversations we had with the chancellor and other members of the staff. While they haven't seen this document, we think what we've done is responsive to the comments that they made to us.

I'd entertain any questions that you -- that anyone on the Board might have about these items.

TRUSTEE LAWSON: Chairman Montgomery, this is Lawson.

TRUSTEE GRABLE: Chair Montgomery, Grable.

CHAIRMAN MONTGOMERY: Okay. I have Trustee Lawson and Trustee Grable.

TRUSTEE LAWSON: Thank you, Mr. Chair.

Mr. Cassidy, so thanks for the breakdown. If you could just explain the faculty vitality piece because I think going back to the last meeting, our discussion was around the 15 and trying to
understand, you know, what made that up. And I
know you've broken it down into two parts now --

VICE PRESIDENT CASSIDY: Right.

TRUSTEE LAWSON: -- that might be more
amenable to the Board of Governors, but if you
could just explain that one component, that would
be great.

VICE PRESIDENT CASSIDY: Yeah, I'm going to
sort of briefly summarize the, what is it, about
six or seven bullets points that are in the
description. The first is a faculty vitality
initiative based on the aging of our faculty. The
goal here is to have money to renew faculty in
various ways as our current faculty ages.

Secondly, there are salary enhancements for
faculty in areas where the median salaries are
below -- below the average salary at peer and
regional institutions.

Third is some computer information systems
support program to support accreditation offerings.
Another item has to do with the stem faculty,
enhancing their ability to meet general education
requirements, investing in the School of Excellence
and the School of Business and Industry, supporting
general education needs by extending -- expanding
social services in humanities faculty; expanding nursing faculty to meet student demand and state needs and to enhance positive licensure exam outcomes; supporting the vitality of the pharmacy program with salary support, some of which we did not receive on a recurring basis from the Legislature; and lastly, ensuring the continuing ability to support student excellence in the journalism program.

So these are areas that we believe we need support in, and the two first ones are I think of major interest to probably the Board, which is faculty vitality and renewal and then salary enhancements to -- for salaries -- faculty salaries that are below the median.

So those are the items that we've identified, and they add up to $9.5 million.

CHAIRMAN MONTGOMERY: Trustee Grable.

TRUSTEE LAWSON: I'm sorry, go ahead.

CHAIRMAN MONTGOMERY: I'm sorry, Trustee Lawson, please.

TRUSTEE LAWSON: Yeah, just one follow-up and I'll yield the floor. On the salary enhancement piece, can we request it out of these dollars if these are not recurring? I mean everything you've
laid out sounds like a real need, but the only one that seemed a little out of place in this basket was the salary enhancement piece.

VICE PRESIDENT CASSIDY: Well, we've got all of -- at least lined up in the way the request is outlined, we've got all but 300,000 of it as being recurring. The issue with salary enhancement is, once you pay it up front, you then have changed the salary of the people and so it, therefore, recurs as long as the faculty does.

TRUSTEE LAWSON: Right.

VICE PRESIDENT CASSIDY: So I think that's the reason -- I know that's the reason why that's considered recurring.

The nonrecurring is largely around some of the computer and other areas like that, but the rest of this is mostly around faculty; and as we know, faculty recurs.

TRUSTEE LAWSON: Okay. Thanks, Mr. Cassidy.

CHAIRMAN MONTGOMERY: Trustee Grable.

TRUSTEE GRABLE: Thank you, Chairman Montgomery.

My question, of course, does fall under this particular request related to faculty vitality as well, and my first question would dovetail I think
into what Trustee Lawson asked regarding salaries; but I wanted to particularly get some understanding of how many positions this is -- how many positions are we anticipating these -- this funding will cover?

VICE PRESIDENT CASSIDY: Are we talking about renewal or in terms of the vitality issue, Trustee Grable?

TRUSTEE GRABLE: I'm sorry?

VICE PRESIDENT CASSIDY: Which part of the salaries are you referring to?

TRUSTEE GRABLE: I'm referring to the first part where you list a variety of disciplines on campus that are in the critical areas, how many faculty members do we feel that this funding would support? That was my question.

VICE PRESIDENT CASSIDY: Okay. Well, I think if you were to look at the end -- and I apologize, I've only really sort of called attention to the parts of the document that are narrative and supported by summary information; but if you would turn to the end, to the last few pages of the document where a second part of what needs to be submitted to the Board of Governors is the so-called form two, which gives more information
behind the numbers, you would see there 93 faculty. The pages are not numbered, but the --

TRUSTEE GRABLE: Yes, I see it.

VICE PRESIDENT CASSIDY: Those number -- those documents follow the same order as the form one, so there's 93 faculty in total I think you can see from there.

TRUSTEE GRABLE: Okay. So there's 93 total including renewals and, I guess, current positions that may need some adjustment regarding salary?

VICE PRESIDENT CASSIDY: Right, and a part of that is that as some faculty leave, there will be sort of a recycling process of where you bring in new faculty. And so in some ways the numbers are net of the difference between the cost of departing faculty less the cost of arriving faculty. So there is some netting in there; but, yes, you have the right concept.

TRUSTEE GRABLE: Okay. And then I guess my other question, since we're on that particular detail regarding positions, exactly -- since it's about faculty, why do we have under positions other (phone static), slash, USPS? What is that, supporting positions for the faculty positions?

VICE PRESIDENT CASSIDY: Yes, and as you can
see, they're significantly dwarfed by the faculty member of 93 to 4.

TRUSTEE GRABLE: Right, so that is of some concern. You know, if we have a potential for assisting and creating new positions that total 93, and we have four A & P USPS, and you're saying that we're covering a variety of disciplines across the campus, I'm just wondering, there will probably be a battle for those positions, Mr. Cassidy.

VICE PRESIDENT CASSIDY: Well, I guess what I would say, is generally speaking this is a request. You rarely get the same number of dollars, and you can almost rarely be able to track what you got versus what you asked.

This is a broad ask, and I think depending on the amount of dollars that are actually received and how much of it's recurring and how much of it is nonrecurring, this requires rethinking as funding becomes available, or even perhaps as we get indications during the legislative session of what they might be interested in doing in these areas.

So while it's a good first attempt, I understand your point, and we certainly will be looking at this as the funding emerges.
TRUSTEE GRABLE: Okay. And, Mr. Chairman, if I may, I have one last question.

CHAIRMAN MONTGOMERY: Please continue.

TRUSTEE GRABLE: Thank you.

Regarding this issue, the exact description, when we look at the first bulleted point, suggests that we are, of course, ensuring the vitality of the faculty by engaging in faculty renewal. The second sentence, if we go near the end, suggests that this is crucial to support the ongoing teaching and research mission of the University.

Now we're not talking about the work plan now, I am aware of that, but I want us to keep in mind that we are -- made a statement within the work plan that will deal with this crucial support needed to maintain ongoing teaching and research mission.

So that would automatically, in my mind, bring forward the issue of faculty workload and course load in order to, of course, meet the research mission but then to go ahead and be able to support some of these other items that are bulleted points in this item that includes, of course, journalism mentioned as support student excellence.

All of this, when we talk about additional
positions and we talk about faculty responsibilities in terms of teaching, research, and service, we have to remember that faculty has to have the time.

Again, we need to take a closer look, I would suggest, when we -- if we're successful in getting these dollars, and even if we aren't, we must really take a look at faculty workloads and faculty course loads. And that's the point I really wanted to make.

Thank you, Mr. Chairman.

TRUSTEE McWILLIAMS: Trustee Chairman.

CHAIRMAN MONTGOMERY: Trustee McWilliams.

TRUSTEE McWILLIAMS: Yes, sir. I had a little discussion with the Provost this morning about this. I get a lot of calls, I guess since people know me, not about faculty workload as faculty absenteeism. I think it's having a detrimental effect on student performance, and I think unless we get a more serious effort from the faculty, as a whole, to attend class, that we're going to have some problems that might reach Board level.

So I don't want to necessarily be on the other end of the spectrum. I know that faculty workload and all of these things are important, but all
these calls I get referring to people not showing
up for class, not students but faculty, so I think
it's a two-edged sword.

TRUSTEE GRABLE: Mr. Chairman, this is
Trustee Grable. I'd like to at least have a
follow-up to that comment.

CHAIRMAN MONTGOMERY: Sure, Trustee Grable.

Trustee McWilliams, were you -- did you
conclude your comments?

TRUSTEE McWILLIAMS: I've concluded, yes. I
just threw that out there.

CHAIRMAN MONTGOMERY: Okay. Thank you,
Trustee McWilliams.

Enforcing the Robert's Rules, is there any
other Trustee that would like to speak on this
matter? I'm going to recognize Trustee Grable
again, but is there any other Trustee that wishes
to speak on this matter?

TRUSTEE GRAHAM: This is Trustee Graham,
Mr. Chair.

CHAIRMAN MONTGOMERY: Trustee Graham, you're
recognized.

TRUSTEE GRAHAM: Thank you.

Thank you for your comments,
Trustee McWilliams. I know I've heard a few
complaints regarding this but not many, but I will ensure that on the student side, when the students do their surveys, that we work with the Provost's office to get these added, so we can actually have statistics and a track record to show, based on the student feedback on the surveys, the faculty attendance, because that's a reflection of not only the faculty, but the students' learning as well.

I know instead of now for a three-hour course, if you miss three classes, you are -- you fail the course, but there's not an accountability component, to my knowledge, for the professors, and I think that's a complaint.

I think those are the comments that you have received, Trustee McWilliams. So to just get a paper trail and research on the student side, I'll make sure that we add that to the survey so we get student feedback regarding this issue.

TRUSTEE MCWILLIAMS: Thank you, Trustee Graham, I appreciate it.

CHAIRMAN MONTGOMERY: Trustee Grable.

TRUSTEE GRABLE: Thank you, Chair Montgomery. And I would like to certainly agree with what Trustee Graham just suggested that -- and I also, too, appreciate Trustee McWilliams' comments; but
of course, as he indicated, these are calls that would be considered anecdotal information.

And I do think if there is a concern being expressed, that we do try to back up our concerns or any anecdotal information with actual data to consider this issue because I do know, again, faculty is really overloaded in a lot of areas, and a lot of time faculty have assignments that go beyond what may or may not appear on their assignment of responsibilities.

So I want to make sure that, you know, we at least keep that in perspective; and that was all I wanted to share.

CHAIRMAN MONTGOMERY: Thank you, Trustee Grable.

Any Trustees -- any additional comments or discussion on this item?

TRUSTEE McWILLIAMS: Mr. Chairman, my only additional comment would be I agree with both Trustee Grable and Trustee Graham. I do -- I know that this is anecdotal, but it's so overwhelming that I do think we need to get statistical data. And certainly we can't act on anything without real information. So however one should receive that or whoever should -- whose ever responsibility it is
to get that information, I would appreciate it.

CHAIRMAN MONTGOMERY: I'd ask at this time that we hear from Doctor Mangum in response to comments from trustees.

PRESIDENT MANGUM: This is Elmira. The student surveys where Trustee Graham was talking about the results that the students provide, we can pull the student surveys to see what the data say. We also have additional anecdotal information that is provided to us through social media, so we'll look through some of our records to see what students have reported as well.

But the annual student survey should provide us with the information that we received. So we'll ask Vice President Hudson: Do you get the results of the student survey every year?

VICE PRESIDENT HUDSON: I don't get those surveys. That goes to OIR, Office of Institutional Research.

PRESIDENT MANGUM: Office of Institutional Research will provide the responses from the surveys -- from the testing services, that you guys have the ability to gather the data. Is there a particular number of years that you would like us to pull the data for?
TRUSTEE McWILLIAMS: I would think two years probably would be adequate to give us an idea of what's going on currently.

PRESIDENT MANGUM: Okay.

TRUSTEE McWILLIAMS: Thank you, Madam President.

TRUSTEE GRAHAM: Mr. Chair, this is Trustee Graham.

CHAIRMAN MONTGOMERY: Trustee Graham, you're recognized.

TRUSTEE GRAHAM: Thank you.

I mentioned that because, to my knowledge, I know in my last four years at the institution, there isn't a question on the survey that students fill out on faculty attendance. Therefore, I said I would work with whoever to ensure that we get this component on the surveys for this incoming fall semester and semesters to come.

But to my knowledge, unless I missed something, one of the vice presidents or Doctor Mangum correct me if I'm wrong, but there is nothing on the surveys at this time to indicate faculty's attendance.

PRESIDENT MANGUM: May I?

CHAIRMAN MONTGOMERY: Doctor Mangum.
PRESIDENT MANGUM: We are advised that on the course assessment survey that's conducted, there's a question that has to do with attendance and faculty presentation, and we will pull those data to take a look at it.

Trustee Graham, I do understand the need to -- probably at the end of course materials, we can certainly add a question going forward with regard to attendance. We have asked and talked to students about that last year, about the need to be able to gather data at the end of a course because most of the data is anecdotal and we do see it on social media when students share attendance information with each other.

So we'll look at some of the qualitative data and, if need be, if you'd like, we can do a survey to gather data from current students about their experiences in the last year about attendance and class cancellations, if you'd like.

CHAIRMAN MONTGOMERY: Any additional comments, Trustees?

(NO RESPONSE).

CHAIRMAN MONTGOMERY: Hearing none, is there a motion for approval of the legislative budget request?
TRUSTEE WARREN: So move.
TRUSTEE LAWSON: Second.
TRUSTEE WARREN: That's Trustee Warren, by the way, making the motion.
CHAIRMAN MONTGOMERY: Thank you, and please note Trustee Warren has joined us for the call. The motion has been made and properly seconded. Is there any discussion?
(NO RESPONSE).
CHAIRMAN MONTGOMERY: Hearing none, all those in favor, please indicate by saying aye.
(AFFIRMATIVE INDICATIONS).
CHAIRMAN MONTGOMERY: Any opposed, nay.
(NO RESPONSE).
CHAIRMAN MONTGOMERY: The motion carries unanimously.
Members of the Board, as you recall at our last meeting, we deferred taking action on the University's work plan to allow for additional revision. I'd like to take a moment to thank Trustee Grable for pushing the issue of requiring an additional period of time for Board members to be able to properly vet and understand the plan and the revision. I'd also like to thank the Board of Governors for agreeing to extend our submission
deadline.

Before I recognize Trustee Grable, I feel compelled to share a few observations; and being mindful of your time today, I feel compelled to share with you that it's been past practice for the President to speak with the Chairman and members of the Board prior to meetings. I had a scheduled call with Doctor Mangum on Wednesday. She thought it was scheduled for -- told me that she thought it was scheduled for 30 minutes; our calls normally run about 90 minutes.

And we got to a point in the call in which Doctor Mangum said she had something else to do, she had another meeting. And I said, well, wait a minute, we need to finish this call. And as I started to explain that, the next voice I heard was that of her executive assistant, Jackie Hightower, telling me that she had simply left the call and went on to her next meeting, and she'd have to talk to me later.

And I thought that odd, disrespectful, and unacceptable. And I sent Doctor Mangum an email telling her that, you know, this conduct is not acceptable, you just don't leave the call even though you did indicate that you had another
meeting.

So we weren't able to get back together on Wednesday. We had a call on Thursday that I actually thought went surprisingly well. It's generally the practice that the President speaks with the Chairman before the Board meetings about the Board agenda. There was no such call scheduled for this meeting.

The Provost reached out to me yesterday. I wasn't able to talk to her. We scheduled an 8:30 call for this morning. During that call, I had some questions about the revision that the Provost was not able to answer. And to her credit though, a couple of hours later, she replied to all my questions and responded to those in a way that I could understand.

But I tried to explain in a follow-up call to Doctor Mangum that if the Chairman didn't understand, then there would likely be members of the Board who didn't understand, it's the day of the meeting, and it would be irresponsible for the Board to vote on something that it didn't truly understand.

Her position was that the time to explain it would be during the meeting. My position was, as a
Board, we need to be informed going into the meeting.

You may wonder how this ties into today's agenda and why I'm speaking about this now. As we move into questions about the work plan, moving forward, Board members, we're not going to be in a position where we're getting this information last minute.

I am going to insist that the administration get us, as indicated with the legislative budget request, as indicated with the work plan, and any materials and items, that we get the information prior to the meeting with enough time to digest it.

Now I'm also going to take the step of informing you that when I spoke with Doctor Mangum this morning, about 20 minutes into the call, she simply hung up. She flat out hung up and got off the phone.

For her protection and based upon previous conversations with her when she says she feels intimidated or threatened, for her protection, I require the University's General Counsel to be on the line when I speak with Doctor Mangum; and that way there is an impartial third party who is able to listen and to monitor the call, and that's for
her protection and for mine.

On the call with Provost David this morning --
Doctor Mangum has made allegations, she hasn't told
me who the people are, but she says that there are
members of her staff that feel threatened; and so I
asked University counsel to join me for the call
with Provost David. And there were no issues with
the call with Provost David.

But Doctor Mangum indicated that she was busy
today, she had other things on her schedule, and
that she would not be able to accommodate my
request to respond to my questions in writing. And
then she said she was going to have to end the
call. And I said, Doctor Mangum, listen, this is
important.

And her response was, you may think everything
is important, and you may think you're the most
important thing, but I have other things to do.
I'm in the middle of a performance evaluation right
now and I have to go.

I said, if you leave this call, I will
consider that rank insubordination and I will hold
you accountable. And her particular response was
quite troubling.

So she has made an allegation in the form of a
memo, you were all just forwarded this memo, I received it ten minutes before the start of this call, at 1:50; so as we were having this call is the first time I saw this memo. And I thought that given we are to approve this work plan, that you should also have an opportunity to view the memo as we proceed.

I'll state that this is important. FAMU, the students, our stakeholders, the institution itself is a lot more important than this agreement. But I'm notifying you that she has made an allegation, based upon a memo, that she feels as if my behavior this morning was a violation of her employee rights, and she cites a regulation.

So each of you just received a forwarded copy of the memo that she forwarded to me. I'm going to ask that we stand at ease for approximately three minutes to allow members of the Board to read the memo and at which time we will continue.

I am going to ask for approval of the work plan. I think we're okay. And based on the responses from the Provost that we're in a position to approve the work plan and to move forward; but as we move to approve the work plan, I thought it prudent that each of you had an opportunity to,
one, know what occurred this morning; two, know
that the communication is horrible and is not
improving and is affecting how we hold these
meetings and it will affect the agenda item today;
and three, in spite of that, we have to put FAMU
first and go ahead -- and I will recommend approval
of the work plan, I'm okay with where we are.
We'll have the discussion and we'll move forward.

So the time now I have on my clock is 2:35.
I'm going to ask that we stand at ease. If any
member would like additional time to review the
document or was not able to get the document, let
us know. And in approximately --

Okay. It's 2:35 now. At approximately 2:40,
we will continue the meeting, approve the work
plan, and conclude this call. But we'll stand at
ease for approximately -- I said three minutes, but
we'll stand at ease for approximately five minutes.

TRUSTEE WOODY: Mr. Chairman. Mr. Chairman.

CHAIRMAN MONTGOMERY: Trustee Woody.

TRUSTEE WOODY: I haven't received a copy of
the memo at all so --

CHAIRMAN MONTGOMERY: Attorney McKnight.

ATTORNEY MCKNIGHT: I was (inaudible).

CHAIRMAN MONTGOMERY: I asked -- when I took a
look at it about 15 minutes ago, I asked
Attorney McKnight if he would forward it to the
entire Board.

TRUSTEE WOODY: Okay. I still haven't
received it yet, so let me go back and look.

TRUSTEE LAWSON: How long ago did
Attorney McKnight forward it? Because I'm at my
computer and I don't have anything.

TRUSTEE SHANNON: At 2:16 p.m.


TRUSTEE WOODY: Yeah, Trustee Woody. I still
don't have a copy.

ATTORNEY MCKNIGHT: I just resent it to you
again. Does anybody -- this is Avery McKnight.
Does anybody else not have it?

TRUSTEE LAWSON: Yeah, Attorney McKnight, this
is Lawson. I don't have it yet either. If you
could send it to either my AOL or my traditional
business address, if you don't mind.

ATTORNEY MCKNIGHT: Okay. All right.
Trustee Lawson, I just hit the send button, so
double check on either of the two that you just
referenced.

TRUSTEE LAWSON: It looks like it just showed
up on my iPhone so I may be able to open it here.
Attorney McKnight, I have it, but for some reason it didn't show up on my laptop, it showed up on my iPhone only. But I can manage it from here, so I'll go ahead and take a read of it.

ATTORNEY MCKNIGHT: Trustee Woody?

TRUSTEE WOODY: I still haven't received it yet on my iPad, so -- and maybe it's the weather.

Mr. Chairman.

CHAIRMAN MONTGOMERY: Trustee Woody.

TRUSTEE WOODY: Don't wait for me. I guess I'll have to review it when I can see it, but I still haven't received it yet, so whenever you get ready to continue the meeting, I'm ready.

CHAIRMAN MONTGOMERY: Thank you, Trustee Woody.

(BRIEF PAUSE).

CHAIRMAN MONTGOMERY: Members of the Board, the time is now 2:40 p.m., five minutes that we have stood at ease. Again, I thought it prudent that you have this information so that you'll know how we got to this point. And as your Chair, until I was able to have the in-depth discussions, I was not informed.

If you have questions as we move forward, again, please ask them. I am satisfied in the
information that I received from Provost David, but
I am now going to recognize Trustee Grable for the
presentation.

Trustee Grable, you're recognized.

TRUSTEE GRABLE: Thank you,
Chairman Montgomery.

I have had a chance to review the work plan
and also had a very good discussion with the
Provost on Friday evening; and I, again, looked at
the document as I indicated to her. And just as a
little bit more of a catchup, the Board may recall
at our Academic Affairs meeting on August 5th, that
we did not vote to approve the plan but we did vote
to move it on to the full Board on August 6th. At
that time the Board did have a discussion.

And, again, I had some concerns along with
other Board members. I was happy about it and I
wanted to thank the Chairman for recognizing that
the Board members were a little concerned about
some of the numbers and some of the larger issues,
going back in my particular case, to comments from
the Board of Governors meeting in June.

And upon review, I see that we are certainly
much more aggressive in the numbers, and I would
like to delay at this point and allow Provost David
to offer her thoughts regarding her revisions to the plan that we see now, if that's appropriate with the Chair.

CHAIRMAN MONTGOMERY: It is.

Provost David, you're recognized.

PROVOST DAVID: Good afternoon, members of the Board. We were in conversations with Board of Governors' staff, both after the Academic Affairs Committee meeting on the 5th and after the Board meeting on the 6th --

TRUSTEE WARREN: Mr. Chairman, this is Trustee Warren.

CHAIRMAN MONTGOMERY: Excuse me, Provost David.

Trustee Warren.

TRUSTEE WARREN: Provost David is not audible.

PROVOST DAVID: Okay. Sorry. I'll try and project more. Thank you for sharing that.

TRUSTEE WARREN: Thank you.

PROVOST DAVID: We were in conversations with Board of Governors' staff on the 5th and on the 6th. And then at their invitation, after they indicated they would extend the deadline for when they needed to have our revised work plan available, we had an in-depth meeting with the
Chancellor, as well as two Vice Chancellors, to talk at great length about our work plan.

We were trying to meet two different challenges: One challenge is to be exactly what the Board of Governors urged us to do -- to be, and I include in that some Board of Trustee members similarly, asking us to be aggressive and visionary in where we want FAMU to be.

At the same time we wanted to acknowledge that getting to where we want to be is going to be a challenge, and that while we had very aggressive goals, that absent resources, we might not be able to make the goals as quickly as we would like.

So we came to a compromised position which was for FAMU to add two columns to its work plan. The work plan usually goes out for five years, so we had very aggressive goals in the 2019 column that we have now shifted to 2021; and that allows us to have intermediate goals that are very aggressive but goals that are a little bit more likely to be attained in the short term as we move towards that visionary goal of being in the middle of the pack, as it were, of the State University System.

So essentially what we have done is for all of our goals where we had changes, we had added those
two columns and we have provided intermediary step
goals that show how we plan to get there. The
version that I circulated or had circulated later
in the morning essentially just makes that point a
little bit more apparent by having the 2020 and
2021 columns appear in a different color.

It should be pointed out that no other
university has added two years to their column, so
this is something that we have done that is unique
to FAMU. It won't really change what happens when
the system does its calculations for the entire
State University System because the other
institutions have only gone out to 2019, but it
does allow us to have that bold and visionary
statement to rally our campus around it.

I have already communicated about this in our
faculty planning conference, for example. We have
been talking with our registrar's office and
academic advising about how we get to this point.
And so it's very important for us to have that
visionary aggressive stance. And I'll stop there
and answer any questions that you might have.

TRUSTEE LAWSON: Madam Chair.

TRUSTEE GRABLE: Yes.

TRUSTEE LAWSON: This is Lawson. Just a
couple of quick questions for Provost David.

TRUSTEE GRABLE: Certainly.

TRUSTEE LAWSON: First of all, Provost David, thanks for reaching out to me Saturday. I'm sorry we weren't able to connect, so I just had two brief questions.

One is on the average time to degree. Considering that, you know, a number of the programs are now five-, and some, I think, even six-year programs, how do we factor that into the reduction in the average time to degree, or has that been factored in, and I'm just maybe not reading far enough down.

PROVOST DAVID: So this deals with bachelors' programs, and so we do have some programs that are longer in duration. This calculation is really going to be focused on programs that are similar to each other.

TRUSTEE LAWSON: Okay. Got it.

And then my second question is on the annual gift row, and you may not be able to provide full detail now, I'll accept something else at a later date. But going from 3.3 to 5 and 5.7, do you have -- you know, because like we were talking in the meeting when we were there in Tallahassee, I
think one of the questions that may come up is,
you know, show me how you're going to get to these
goals. I will agree that they're aggressive, but
from 3 to 5 and then 5.7 in the subsequent year, do
you have some -- and maybe you can't share it all
here -- but some context or background on how
we bridge that gap?

PROVOST DAVID: Vice President Cotton is
available to answer that question, if that is
appropriate.

TRUSTEE LAWSON: Sure, that's fine, as long as
the Chair agrees.

CHAIRMAN MONTGOMERY: Agreed. Please
continue.

VICE PRESIDENT COTTON: Yeah, when we took a
look at the numbers, we basically feel that not
only are the numbers reachable but, quite frankly,
we don't see them as aggressive at all. Right now
we're barely reaching 8% of our alumni base of
51,000. So what we've done is taken a look at
projecting a 40% increase for alumni, and
increasing our numbers on the corporate side.

So, quite frankly, we think that the numbers
are low, but they're a low projection because we
believe sincerely that we're underperforming when
it comes to reaching both the alumni and the
corporate base.

TRUSTEE LAWSON: But I guess I was looking for
a little more detail on the how, and maybe that's
something, Mr. Cotton, that you can provide
separately.

VICE PRESIDENT COTTON: Yes.

TRUSTEE LAWSON: Because, again, if I'm
sitting around and this is being reviewed with me,
I'd like a little more detail on bridging the gap
from 3.3 to 5.7 when historically we've, you know,
we've had a tough job to getting to 3.3 and above.

So not for today, I don't want to prolong the
call, but if I'm hearing this from a BOG
standpoint, I'd want a little more background on
the hows. So one recommendation that I would have
is that we're prepared to answer that for the BOG,
you know, during the presentation.

But, you know, I do think that the goals are
aggressive. And, you know, Provost David, one
thing we talked about is these obviously have a tie
to the previous discussion.

And, you know, my other question is: If that
funding doesn't come, you know, I'm sure we won't
be allowed to address these goals. But, you know,
how do we -- not for a discussion here -- but how
do we fair assuming that funding does not come.

And then, you know, that was really -- that
was really my last comment. I'll just keep --
there is one other question, but I'll wait and give
others an opportunity, Madam Chair.

TRUSTEE GRABLE: Thank you, Trustee Lawson.

Are there any other questions from other
Trustees regarding the work plan?

TRUSTEE MOORE: Trustee Grable, this is
Trustee Moore.

TRUSTEE GRABLE: Trustee Moore, you're
recognized.

TRUSTEE MOORE: Thank you.

My question is specific to just the work plan
and the ongoing communication and updates to this
body. Has there been any discussion regarding the
frequency as it relates to progress?

TRUSTEE GRABLE: Provost David, can you answer
that question?

PROVOST DAVID: I'm sorry. I apologize,
Trustee Moore. I'm not sure I understand the
question. The frequency with regard to updating
the Board of Trustees as to our progress?

TRUSTEE MOORE: Right. Will this be housed
within Academic Affairs, with that committee? Is that where you're envisioning providing any updates, any challenges where in instances we may not be reaching or we may be exceeding the goals set? In essence, some level of communication prior to when it's a year later and we are where we are, so what would be that communication vehicle and what would be the frequency thereof?

PROVOST DAVID: So I would respond that there are two answers: One answer is that it's an annual cycle, so the numbers are gathered, reported. Sometimes they're gathered and reported not by us but by the Board of Governors and that happens on an annual cycle.

So while we might have some ideas about where we are on certain of the benchmarks throughout the work plan, we would not necessarily be able to have a holistic, periodic look at that, so that's the first answer.

The second answer is that I believe at the last meeting, the last telephonic meeting of the committee, if I recall correctly, if I've got the dates right, Trustee Grable said that it was her intent to have the Academic Affairs Committee be thinking more about the work plan throughout the
course of the year. And I enthusiastically supported that because, as you can tell, I very much am committed to our progress on this matter. And I'm happy to update the Academic Affairs Committee as needed, as desired, and whatever information we have available at the time, including the planning that we're doing and how we're trying to move things forward.

TRUSTEE MOORE: Thank you.

PROVOST DAVID: Trustee Grable, if I might, I do have one additional answer to make with regard to Trustee Lawson's question, and VP Cotton does not perhaps appreciate this because he's new to the institution; but because these are annual lagging indicators --

TRUSTEE GRABLE: Yes.

PROVOST DAVID: -- the jump from 3.3 million to 5 million has actually already happened. The next jump is the jump from 5 million to 5.7 million. And so we will be continuing to make progress, but we have actually already achieved $5 million, it's just not recorded yet because all of these indicators are lagging indicators.

TRUSTEE GRABLE: Okay. Trustee Lawson, were you able to hear that? I'm getting a lot of --
TRUSTEE LAWSON: Yeah, I was. Thank you, Provost David. There is a background noise, but I did hear that we're already at the 5 million mark.

TRUSTEE GRABLE: Okay. Thank you, Provost David. That's good news.

And if there are no other questions, I know -- I think -- Trustee Lawson, did you suggest you may have one other --

TRUSTEE LAWSON: Yeah, one more if you don't mind, Madam Chair.

One of the governors had a fairly strong suggestion on what the size of the University should be over time; and I see here, in a positive way, we're projecting continued growth which is, I think, good.

So, Provost David, how do we plan to respond to that recommendation?

PROVOST DAVID: Thank you for the additional question, and I will ask Bill Hudson to jump in if there are things that I don't say that are as fully responsive as they could be.

From what we understand, the concern was that they viewed us as growing too big given that we were not able to have the outputs, the outcomes that we were hoping for; and so we have what we
believe to be modest growth. It is growth, but it is growth that is across specific strategic areas.

So what we hope to do is to continue to control the number of access and opportunity students, as we have successfully done this year, and to have more higher quality students, as we have successfully done this year.

We also hope to improve the mix of nonresident students so we can recruit those highly qualified students from outside the State of Florida who might have an affinity for FAMU, so getting some more of our Rattler base to come to Florida A & M; also, a modest expansion in our international recruitment. We believe that we can get highly qualified international students, many of whom might actually be coming from places where their government subsidizes their education, which is helpful in a loft of different ways.

And then finally, we would like to be more aggressive, and hopefully more successful, in reestablishing those community college articulation agreements so that we are getting more transfer students who would add to our student body.

CHAIRMAN MONTGOMERY: Trustee Grable?

TRUSTEE GRABLE: Yes, and is it
Trustee Warren? I can't recognize the voice.

CHAIRMAN MONTGOMERY: This is Montgomery.

This is Montgomery.

TRUSTEE GRABLE: Sorry, Mr. Chairman, I do know your voice. Yes, sir.

CHAIRMAN MONTGOMERY: Members of the Board, I appreciated the questions from Trustee Lawson. I attended that meeting, and I heard the question from the Board of Governors. I had a meeting with Doctor Mangum in April on campus in which she indicated where she thought we would be headed from an enrollment perspective; and with all due respect to the Provost and other members of the team, it's not a -- the decision about where the University is headed and from an operations perspective where it's headed will lie with the Chief Executive.

So I believe that this would be a time to hear, with regard to a response to Trustee Lawson's question, what does Doctor Mangum see as the direction we're heading in?

Do you believe, as you stated before, that we should strengthen the enrollment to get what you termed a different kind of student? Do you believe we should stay where we are, or are you supportive of a growth in enrollment?
And before you answer, Board members, obviously this is something that we need to look at from a visioning perspective; but in the interim, I think we should all understand what's the Chief Executive's position and what the Chief Executive would plan to present.

Also, in preparation for the Board of Governors' meeting, I think that's a question that the President should answer in response to the Board of Governors so that they'll know exactly where the University is headed from an administration perspective.

Doctor Mangum.

PRESIDENT MANGUM: Thank you for allowing me to answer that question.

The University's position on the work plan is as presented and proposed. We had a senior leadership team meeting with regard to the metrics and the proposal that you see before you, and we are all in agreement with the projected enrollment as it is shown in this document.

We also propose that based upon the questions that were raised by the Board of Governors' members, as part of our strategic planning process, is to have a visioning and a mission statement
review as part of strategic planning so that we can understand what the University would like its student body and its enrollment to look like going forward in the future.

We have talked about -- and I have talked about with many people, about increasing the quality of the education. Part of us attracting students and part of our brand management has to do with quality, so we're interested in as many quality students as we can afford to bring to the institution.

But the mix of students that require additional support, remediation, et cetera, I believe is a discussion that the University community has to talk about and embrace so that we have the full support, if we are to change what the demographics of our student body or the SES, the socio-economic status, of the students that we serve would change, or any decisions that we make would result in a change in the demographics of our students. It is an institutional visioning type of an approach that we should have.

So right now, the work plan represents who we want to be, and the way that the current 2010/2020 plan states, we're following the pattern as
previously existed. To change that would require
that we engage all of our stakeholders in this
collection. And so right now, the plan that is
presented by the Provost is the plan that the
University will continue with until changed.

TRUSTEE GRABLE: Chair Montgomery, are you
okay with that response, and are we at a point
where any other Board member may want to chime in
or offer any comments or ask any questions?

TRUSTEE LAWSON: This is (inaudible) speaking,
Madam Chair.

TRUSTEE WOODY: Madam Chairman.

TRUSTEE GRABLE: Montgomery.

CHAIRMAN MONTGOMERY: Please continue,
Trustee Grable.

TRUSTEE GRABLE: Okay. Thank you.

Trustee Lawson.

TRUSTEE LAWSON: No, no, I was going to just
try and close my question with a quick statement.
I too support the growth in enrollment; however,
there was a fairly firm question around what our
footprint should look like and I just wanted to be
sure that we return that with an aggressive answer
with what our mission is and the fact that we do
intend to grow.
And I do agree with the President that, you know, beyond this we'll need to have a broader discussion on specifically what that looks like.

But I think for the time being, to stay with the original mission and stay -- not, you know, specifically how, but what that mission is and why it's important for us to move forward and over time increase our enrollment with the right student population, I think is the right message that we need to deliver while we're in front of the BOG.

TRUSTEE GRABLE: Thank you.

And unless there are other questions, I'd like to offer just a couple of comments and I guess that reflect my thoughts about this new revised work plan after, of course, hearing -- talking to the Provost personally and seeing the document that was presented to us today.

One, I'd like to actually echo Trustee Lawson's comment regarding the type of student body -- it actually probably even reflects some of the comments made by President Mangum as well as the Provost.

I noticed there was a couple of points at the end of the work plan proposed revisions, those three pages we got, and one of my concerns -- I,
of course, carefully, like other Board members and
the Provost, she indicated that at the last
meeting, and I was happy that she had looked at the
transcript from the BOG meeting.

And Governor Tripp mentioned the issue of
diversity, which I understood not to just be
related to race, but to cover other areas; and that
was going to be one of my questions today after
looking at these revised work plan revisions.

And I see we are looking at high performing
students who are maybe out of state, we anticipate
growth there, as well as international students.
And I think that does go a long way to address the
diversity that I believe the Board of Governors --
Governor Tripp in particular -- may have been
referring to. And I think we should include that
somewhere near the top of our presentation, which I
think goes to that issue.

My last comment really in looking at the
numbers in particular related to the (phone
disruption) of bachelors' degrees without excess
hours. I was a little concerned about that and I
indicated to the Provost that I would be looking
further at the report over the weekend after she
and I had our discussion Friday evening.
And it looks to me like it's going to take us about nine or ten years to get where the SUS pretty much is by 2019. And that was the only other concern I had, that we may have to make sure we have an appropriate response to, when we do take our presentation forward.

I'm not sure if Provost David wanted to respond to any of that at all, but that would be -- those would be two comments that I thought would be important.

PROVOST DAVID: Thank you for your comments, Trustee Grable.

TRUSTEE GRABLE: Thank you, Provost David. Did you have anything else you wanted to add, or do any other Board members have other comments or questions?

TRUSTEE WOODY: Madam Chairman, this is Trustee Woody.

TRUSTEE GRABLE: Trustee Woody.

TRUSTEE WOODY: This question is for the President. Has she had an opportunity to talk with any of the members from the Board of Governors in reference to the plan and get their idea? I understand that staff has been talking to the staff of the Board of Governors, but has the President
reached out to any of the Board of Governors and discussed the plan at all before September?

PRESIDENT MANGUM: May I respond?

TRUSTEE GRABLE: Yes, President Mangum, please.

PRESIDENT MANGUM: Thank you.

We have scheduled meetings with members of the Board of Governors before the September meeting. Yes, sir, we do have meetings scheduled, and we will be traveling around the state, and in some cases across the country, to meet with them. So they are set.

TRUSTEE WOODY: Thank you.

PRESIDENT MANGUM: Uh-huh.

TRUSTEE GRABLE: And might I follow up? President Mangum, do you anticipate we may make any changes, or you're pretty much set that this, you know, once it's approved -- of course in your discussions with presidents elsewhere, is that notes for next year in your discussions with them?

PRESIDENT MANGUM: I would expect that the plan that would be present is the plan that our Board of Trustees approves.

TRUSTEE GRABLE: Okay. All righty. And one last -- yes?
CHAIRMAN MONTGOMERY: Oh, please continue.

TRUSTEE GRABLE: Okay. One last question, and Provost David remembers when we talked on Friday night I asked this question, and I can tell, based on the report, that I was like -- the Provost's office and her staff feel quite confident about this work plan today.

And, Provost David, I mentioned that I would probably ask this again, you may recall. Are you comfortable and do you feel that we have a plan that if the Board approves it today would be one that we could expect the Board of Governors to hopefully agree with us on?

PROVOST DAVID: Well, thank you for the question. And, of course, I can affirmatively say yes because you used the word "hopefully."

TRUSTEE GRABLE: Okay.

PROVOST DAVID: So we have been in conversations, and we will make that extra step of trying to reach out and talk with the Board of Governors individually. The last time they asked us to have a vision to reimagine what we think FAMU can be. We have done our best to do that.

That presents a whole host of different challenges, but we hope that they will support the
fact that we are trying to imagine FAMU as FAMU can
be, and that's all we can do, is hope that they
will appreciate that and give us their support.

I think you -- embedded in your question was
another question which is, am I confident? We have
been taking into account already plans and steps to
try and move things forward. We are working on
different advising models. We are using the
million dollars that we were provided to enhance
what we're doing already. We've been in
conversations with the registrar's office and
academic advising about how we can do things
differently.

And so I am confident that we will be able to
make progress. Certainly the significant progress
that's shown in the 2021 column is going to require
additional people to help make that happen,
improving our academic advising ratio, student
ratio; but we're going to make progress one way or
another.

TRUSTEE GRABLE: Okay. Thank you,
Provost David.

TRUSTEE WOODY: Thank you.

TRUSTEE GRABLE: And at this point, Chairman,
please advise me, are we --
CHAIRMAN MONTGOMERY: I'll take it. I'll take it from here. Thank you, Trustee Grable.

TRUSTEE GRABLE: You're welcome.

CHAIRMAN MONTGOMERY: As we close the discussion and move on to approval, I'll share that I have asked Doctor Mangum to brief each Trustee who will be in attendance at the Board of Governors meeting prior to that meeting.

I've also asked if the administration would review and contact on an individual basis -- having reviewed the tape of the prior meeting, contact on an individual basis individual members of the Board of Governors who did have questions during that period of time; and then finally, as we move forward, again, there needs to be a commitment from the administration to get this information to us prior. I had anticipated a much shorter call, and I'm still of the belief that individual calls to members of the Board will allow for these types of questions to be answered prior to getting in a Board meeting.

Doctor Mangum has stated in writing that she disagrees and she will not do it that way, and I don't think she understands that when she receives a direction, it's not a request. But she believes
we talk about it during the public call; I believe
she calls and talks to individual meetings (sic).
You'll hear more about that, but given that's where
we are, is there a motion to approve the work plan?

TRUSTEE WOODY: So move.

TRUSTEE ALSTON: Second.

CHAIRMAN MONTGOMERY: The motion has been made
and properly seconded. Any additional discussion?

(NO RESPONSE).

CHAIRMAN MONTGOMERY: Hearing none, all those
in favor please indicate by saying aye.

(AFFIRMATIVE INDICATIONS).

CHAIRMAN MONTGOMERY: Any opposed, nay.

(NO RESPONSE).

CHAIRMAN MONTGOMERY: The motion carries
unanimously.

There being no further business for the Board,
this meeting is adjourned. Thank you.

(WHEREUPON, THE MEETING WAS ADJOURNED).
CERTIFICATE

STATE OF FLORIDA )
COUNTY OF LEON   )

I, NANCY S. METZKE, RPR, FPR, certify that I was authorized to and did stenographically report the foregoing proceedings and that the transcript is a true and complete record of my stenographic notes.

DATED this 27th day of August, 2015.

_________________________
NANCY S. METZKE, RPR, FPR
Court Reporter